



ERIE COUNTY

REQUEST FOR PROPOSAL (RFP)
TO PROVIDE: **OMH Supported Housing**

RFP #1320VF
Date: June 18, 2013

ELLERY REAVES, COMMISSIONER
DEPARTMENT OF MENTAL HEALTH
EDWARD A. RATH COUNTY OFFICE BUILDING
95 FRANKLIN STREET
BUFFALO, NEW YORK 14202

COUNTY OF ERIE, NEW YORK
REQUEST FOR PROPOSALS (“RFP”)

RFP# 1320VF
TO PROVIDE: Supported Housing

I. INTRODUCTION

The County of Erie, New York (the “County”) is currently seeking Proposal Statements Requests for Proposals (RFP) for a initiative from qualified providers with an existing Erie County Department of Mental Health (ECDMH) contract interested in providing Supported Housing to adults, defined as age eighteen (18) and over, who have a serious mental illness and meet high need eligibility criteria as defined by the New York State Office of Mental Health.

Governor Cuomo established the Medicaid Redesign Team (MRT) by Executive Order upon taking office in January 2011, bringing together stakeholders and experts from throughout the state to work cooperatively to reform the system and reduce costs.

The full Medicaid Redesign Team (MRT) has recognized the importance of supportive housing in managing health outcomes and costs and set aside \$75 million to expand access to supportive housing initiatives for high need and high cost Medicaid recipients. The MRT Affordable Housing Work Group agreed that significant savings could be generated by expanding opportunities for supportive housing to high-cost/high frequency Medicaid users. Accordingly, one recommendation, approved by the full MRT in December of 2011, allocated \$75 million in the Medicaid budget for transfer to various agencies to fund supportive housing programs. Funding across State agencies will be used to address supportive housing needs, including related services and supports, of the highest cost Medicaid users in the hopes of improving health outcomes and generating Medicaid savings.

The 2012-2013 State Budget authorizes funding for the New York State Office of Mental Health (OMH) for the purpose of developing and operating 25 units of Supported Housing for persons identified as high users of Medicaid services in Erie County.

Agencies must collaborate with at least one of the Health Homes established in Erie County. Housing will be developed to target the appropriate housing for the population, i.e., provide in-reach, develop coordinated discharge/admission plans with Health Homes and identify/provide services and supports to

ensure successful transition into the community. It is critical that agencies establish partnerships and/or collaborative agreements with at least one of the Health Homes serving Erie County. A list of designated Health Homes is available on the NYS Department of Health's website at:

http://www.health.ny.gov/health_care/medicaid/program/medicaid_health_homes/.

The goal of this initiative is to achieve greater access to housing for high users of Medicaid by ensuring rapid access to this resource, decreasing lengths of stay and increasing successful transition to independent housing. Agency proposals will demonstrate a detailed plan for achieving these goals.

This RFP will have a minimum capacity of 25 consumers.

Qualified providers eligible to respond to this Request for Proposals are contracted providers with the Erie County Department of Mental Health.

PLEASE NOTE: APPLICATIONS THAT ARE NOT 100% COMPLETE AS SPECIFIED WITHIN THIS RFP, EXCEED THE SPECIFIED PAGE LIMITS OR, ARE NOT RECEIVED BY THE SPECIFIED DUE DATE AND TIME WILL NOT BE REVIEWED. ACCORDINGLY, PLEASE READ INSTRUCTIONS CAREFULLY SINCE CRITICAL INFORMATION IN THESE REGARDS MIGHT ONLY BE PRESENTED ONE TIME.

The County reserves the right to amend this RFP. The County reserves the right to reject any or all of the proposals, or any part thereof, submitted in response to this RFP, and reserves the right to waive formalities, if such action is deemed to be in the best interest of the County. The County reserves the right to request additional information from any proposer. The County reserves the right to award negotiated contracts to one or more proposers. Proposals received shall be considered to remain in effect for no less than 6 months and for no more than 18 months from date of receipt.

This RFP is not intended and shall not be construed to commit the County to pay any costs incurred in connection with any proposal or to procure or contract with any firm.

II. PROPOSAL PROCEDURES

A. ANTICIPATED SCHEDULE OF PROPOSAL

The following schedule is for informational purpose only. The County reserves the right to amend this schedule at any time.

Issue RFP: June 18th, 2013

- The RFP and related attachments can be found and download at the Erie County Department of Mental Health Website at <http://www.erie.gov/health/mentalhealth/> .

Emailed Questions Due: June 28th, 2013

- All questions should be emailed to Byron.McKinney@erie.gov by **5:00 p.m. June 28th, 2013**. Be sure to include “RFP” and the RFP number as the subject line in your email. Only emailed questions received prior to May, 2013 at 5 p.m. will be provided with a response. No individual responses will be sent in response to emailed questions. Rather, responses to these questions will be addressed and posted on the Department of Mental Health website at: <http://www.erie.gov/health/mentalhealth/> .

Responses to questions posted on the
Erie County Department of Mental Health website: July 8th, 2013

Proposals Due: July 26th, 2013 prior to 3 p.m.

- We recognize that the response timeframe may be a short turn around, but respondents are encouraged to begin RFP development prior to the submission of any questions and all questions being answered

Selection Made: August 9th, 2013

Initiation of RFP Services: No later than October 1, 2013, earlier is desired.

B. APPLICATION REQUIREMENTS

1. Each proposal shall be prepared simply and economically avoiding the use of elaborate promotional materials beyond what is sufficient to provide a complete, accurate and reliable presentation. A ten point Font or larger, standard 8.5 inch by 11 inch paper and, margins no smaller than 0.75 inches are to be used for all materials (excepting for the Fonts, margins and paper size used on County provided forms). All documents are to include page numbers.

Proposals are to be packaged and ordered in the following manner:

- a) One page transmittal letter or memo on agency letterhead.
 - b) ECDMH RFP Submission Package Checklist (Appendix A) on the top of entire submission package (after agency transmittal letter).
 - c) Signed Agency Cover Sheet form (Appendix B). The original must have the original signature of the applicant organization's chief executive. Unsigned proposals will be rejected
 - d) Proposal Narratives. These are to be limited to no more than fifteen (15) pages.
 - e) NOTE: The fifteen (15) page limit on the Proposal Narratives does not apply to the additional pages comprised by the required Submission Package Checklist, Agency Cover Sheet, Performance Measures Worksheets, and other required application materials which may have their own page limit specifications.
 - f) Performance Measures Worksheet (Appendix C) for each Performance Measure.
 - g) Budget (Appendix D): Applicants are allowed to attach to the Budget an optional budget narrative, such narrative not to exceed one (1) page.
 - h) County of Erie Standard Insurance Certificate (Appendix E)
2. One (1) original and five (5) copies shall be submitted in a SEALED package:
- Submission of the proposals shall be directed to:
Ellery Reaves, Commissioner
Erie County Department of Mental Health
Erie County Edward A. Rath Building
95 Franklin Street Room 1237
Buffalo, New York, 14202

All proposals must be delivered to the above office on or before July 26th, 2013, at 3:00 p.m. Proposals received after the above date and time will not be considered. The County is under no obligation to return proposals.

4. NO COMMUNICATIONS OF ANY KIND WILL BE BINDING AGAINST THE COUNTY, EXCEPT FOR THE DEPARTMENT OF MENTAL HEALTH FORMAL RESPONSES TO QUESTIONS, IF ANY, ADDRESSED ON THE WEB.

5. Proposers may be required to give an oral presentation to the County to clarify or elaborate on the written proposal. Those proposers will be notified to arrange specific times.

6. No proposal will be accepted from nor any agreement awarded to any proposer that is in arrears upon any debt or in default of any obligation owed to the County. Additionally, no agreement will be awarded to any proposer that has failed to satisfactorily perform pursuant to any prior agreement with the County.

7. Certified Minority Business Enterprise/Women's Business Enterprise (MBE/WBE) proposers should include the Erie County certification letter with the proposal. Such a letter will not be considered against the page limitation in 1.d. above.

8. If proposer is a Veteran Owned Business, proposer should include letter indicating company is 51% or more Veteran-owned. Such a letter will not be considered against the page limitation in 1.d. above.

9. In addition to the above, Eligibility Requirements:

The County of Erie, New York (the "County") is currently seeking Proposal Statements Requests for Proposals (RFP) for a initiative from qualified providers with an existing Erie County Department of Mental Health (ECDMH) contract interested in providing Supported Housing to adults, defined as age eighteen (18) and over, who have a serious mental illness and meet high need eligibility criteria as defined by the New York State Office of Mental Health. Applicants are required to partner and collaborate with Health Homes.

10. Required with Submission (in addition to items previously described):

- Signed attestation from Board to participate in, receive reports related to Quality Improvement (QI) planning efforts for the proposed services (a form is not provided).
- Attestation that the agency will participate in and cooperate with the Erie County Department of Mental Health in ongoing System Reform efforts, including but not necessarily limited to intensive data review and analysis, provide and community learning community meetings, and trainings where required. (a form is not provided).
- Disclosure of employees or officers who are currently a county employee or officer, or have been within one year prior to the date of response to this RFP (a form is not provided).
- Proposer Certification (Schedule A)

III. SCOPE OF PROFESSIONAL SERVICES REQUIRED

Funding Availability and Requirements

There is an annualized total of \$210,652 through OMH for the provision of services outlined in this RFP to be contracted by Erie County through its Department of Mental Health. Various limitations will apply to the use of some of these funds due to funding source constraints or requirements. The ECDMH reserves the right to blend funding sources based on the types of services proposed and the mix of applications received. Please refer to the budget narrative outline for specific details and limitations.

This RFP will have a minimum capacity of 25 consumers.

Qualified providers eligible to respond to this Request for Proposals are providers who have a contract with the Erie County Department of Mental Health.

The Department intends to fund one (1) agency under this RFP for all or part of the available \$210,652.

Our goal is a non-decline policy for referrals for the target population. Responses must specify specific criteria for declining referrals against this goal.

Background

The implementation of Health Homes and other soon to be implemented reforms in Medicaid Health Care and Behavioral Health reform specifically, necessitate a **paradigm shift in practice** that supports and achieves the following:

- Ensuring timely access by high users of Medicaid to the stabilizing influence of adequate and independent housing
- Within this target population, achieve a non-decline policy for referrals
- Working with Health Homes to provide care management
- Identifying affordable housing in support of graduation and ensuring continued access for high users of Medicaid to this resource once the initial 25 individuals are housed
- Rapid housing of individuals and using innovative means to graduate individuals from housing to assure timely access to the resource
- Contributing to improved health outcomes and Medicaid savings
- Use of this resource to develop strategies that will impact positively on other agency programs, particularly housing programs.

Those planning to submit a response to this Request for Proposal are strongly encouraged to read the **Healthcare Reform in Erie County White Paper** which presents the vision, background, values, themes and practice changes that will help inform your submission. This can be found on the Erie County Department of Mental Health's website at <http://www.erie.gov/health/mentalhealth/about.asp>

Target Population

The target population is defined as individuals, age eighteen (18) and over, who have a serious mental illness as defined by the New York State Office of Mental Health and are high need as demonstrated by the following criteria.

- Residents of OMH Operated Psychiatric centers or residential programs
- High users of Medicaid Services and referred by Health Homes
- Discharged from an Article 28 or 31 hospital
- Currently residing in Adult Homes or Nursing Homes
- Residents of more service intensive housing options (Community residence, Apartment Treatment, Shelters, etc).
- Discharged from a Residential Treatment Facility

Individuals identified to benefit from the service provided under this RFP can be individuals newly identified, or those currently in the providers existing housing services. In all cases the referral must be made to the Erie County Department of Mental Health's Integrated Housing Single Point of Accountability/Access (SPOA)

Services Provided Through this RFP

This RFP will have a minimum capacity of 25 consumers.

The selected agency must work with the Health Home(s) already established to make awarded supported housing available for the priority population i.e., provide in-reach, develop coordinated discharge/admission plans with health home staff, and support the Health Home in identifying/providing services and supports to ensure successful transition into the community. Individuals moving into this Housing should be enrolled in a Health Home or Managed Long Term Care (MLTC) to receive care coordination. It is an expectation that establishing a partnership with a particular Health Home does not preclude the agency from being required to serve all individuals regardless of which Health Home they are assigned to. Please include a plan to how service roles will be divided between the Health Home care management and the Supported Housing Staff.

“Supported Housing” means scattered site apartments for which OMH funding provides rental assistance and a minimum level of housing-related support services for individuals with Serious Mental Illness. These services include assisting the resident in managing tenant/landlord relations and with transitioning to the new housing unit. In situations where a resident needs ongoing additional support to manage his or her symptoms, or assistance with living skills such as shopping, maintaining his or her living environment, the supported housing provider may assist in linking the resident with the entities that directly provide these additional services in coordination with the resident’s care manager (Health Home or Managed Long Term Care Plan).

When possible, tenants should hold their own leases. Renting studio, one-bedroom and two-bedroom apartments scattered throughout the community is the norm. In instances where roommates are involved, the agency must facilitate cooperative arrangements on bill payments, division of household responsibilities and other matters.

Supported Housing is integrated housing that consists of scattered site apartments located in multiple buildings throughout the community. The goal is to provide individuals with a setting in which they live in their own apartments and are able to interact with non-disabled persons to the fullest extent possible.

It is expected that individuals referred to this program will have rapid access to housing. Transitional environments could be accessed to initially stabilize individuals while rapidly transitioning to a mainstream apartment.

Supported Housing funding provides rent stipends, housing related support services, and contingency funds as specified in the Supported Housing Guidelines. There are no OMH licensing requirements. Contractors must comply with the OMH Supported Housing Guidelines. A copy of the OMH Supported Housing Guidelines is posted on OMH’s website at:

<http://www.omh.ny.gov/omhweb/adults/SupportedHousing/supportedhousingguidelines> and should be reviewed prior to responding to the RFP.

Accountability and Evaluation

It is the expectation that all applicants will have the ability to conduct **Utilization Management, UM**, (as opposed to Utilization Review), to closely monitor all desired outcomes in collaboration with Health Homes.

The applicant should include clear and concise detail that describes the program's ability to utilize data informed practice, and Utilization Management, to continually assess and where necessary, intervene to achieve critical metrics. **A greater weight will be placed on applications that clearly articulate and demonstrate a successful history of doing so.**

It is the expectation that all RFP recipients will have the ability, commitment and contractual obligation to rigorously evaluate their performance against the performance measures delineated within this RFP. Proposals must clearly demonstrate the applicant's capacity to perform such evaluation in a manner that optimizes data accuracy and validity. Evaluation specific to a specific component should be detailed within the proposal for that Performance Component. Evaluation tools, activities and, processes that all Performance Components have in common and, those that integrate data driven management for all components proposed should be described within the Program narrative.

Quarterly reporting against the agreed upon Performance Measures, and other data will be required. Performance measure attainment data with additional standard data elements must be reported quarterly. Additional data to be kept/tracked by agency but not routinely reported may also be specified. Successful applicants should expect site visits by the Department to review such efforts.

Data Records and Reporting

In addition to the specific data to be reported that is unique to each Performance Component, the following common data set must also be kept by the successful applicants and therefore clearly described within proposals. As indicated, some but not all of these will be routinely reported to the Department:

- All measures are reported by gender and ethnicity;
- All performance measures will be reported on a quarterly basis for the total customer population, which includes a running year-to-date total and the number served in each specific quarter;
- Records will need to be clearly accessible and discernible to the department in the likely event of a site visit/audit;
- All data will be transparent to the Department and other related service providers as part of an overall strategy to support learning and a system paradigm shift that is adaptive to the larger system needs under Behavioral Health Reform; and
- The successful applicant(s) will meet with the Department and other service providers as a learning community to routinely discuss lessons learned and intervention strategies to improve system and consumer outcomes.

Overall Performance Guidelines

The Department of Mental Health identified the following overarching considerations and requirements for developing this RFP. Applicants are expected to clearly articulate adherence to and implementation of these whether or not separately requested within the remainder of this RFP.

- Agency and program operations and quality improvement efforts are to be attentive and focused on reducing existing disparities in behavioral healthcare outcomes across diverse populations;
- All service activity is to be characterized by and consistent with the values and qualities of person centeredness in support of recovery;
- Ensure that **all measures are reported by gender and ethnicity** (facilitates oversight to ensure equal access and outcomes); and
- **All performance measures will be reported on a quarterly basis, and available on a monthly basis, unless otherwise requested**

The following presents the Performance Components of **Supported Housing** to be supported under this RFP and, their associated required performance measures.

For each Performance Component included in a submission, all of the associated performance measures MUST be addressed. Additional measures may be submitted which are specific to program design.

1. Engagement

- a. # enrolled in the service/# referred (# and %)
- b. Of those enrolled # remain for ≥ 30 days / # enrolled (# and %)

2. Access:

- a. Of those enrolled # and % that access safe living environment w/n 72 hours of referral
- b. Of those enrolled # and % that move into stable housing (apartment, rooming house, families home w/some assurance that this is a sustainable living option) w/n 30 Days

3. Successful & Sustained Transition:

- a. Of those enrolled # and % that transition from the program successfully (defined as consumers who obtain independent housing with the reasonable documented ability to sustain **(applicant must submit a document that clearly outlines and demonstrates critical factors/resources/behaviors that would be routinely assessed and monitored for achievement)**).
- b. Target % of individuals enrolled with behavioral health inpatient admissions while enrolled during the report period;
- c. Target % of individuals enrolled with behavioral health emergency department presentations while enrolled during the report period.
- e. Target % of individuals enrolled with medical department presentations while enrolled during the report period.
- f. Target % of individuals enrolled at end of report period currently employed 15 or more hours per week.

4. Length of Stay:

- a. Of those who successfully complete # and % as well as duration, in days, of their participation in the program

Note: although the above represent the primary metrics against which the effectiveness of this service success will be monitored, in order to support quality improvement and system change other data will be required to be collected such as, but not necessarily limited to the following:

- All metrics by race/ethnicity;
- Source(s) of sustainable financial support that led to independent housing;
- Type and location of sustainable independent housing obtained; and
- Reasons and time frame for those unsuccessfully discharged.
- As the risk scores/algorithm are further developed outcome achievement against individualized risk score will be maintained.

HOW TO APPLY

Applicants must complete the documents requested and those provided by the Erie County Department of Mental Health for each program for which they seek funding. Applicants may download the application materials by going to the Department's website (<http://www.erie.gov/health/mentalhealth/>). Please note that ECDMH will not review material beyond the specified page limits.

To the extent feasible, please order your narrative content and the other proposal materials consistent with that indicated in Section II B. Applicant Requirements. If the ordering contradicts submission ordering directions in other sections of this RFP there will no penalty for any resultant document ordering discrepancies in your submission.

For the Narrative section, please use the following heading bars in the document, as listed in the application below:

- Program Design & Implementation (40 Points)
- Performance Measures (15 Points)
- Utilization Management (15 Points)
- Budget (30 Points)

Exhibits, appendices, attachments and other documents that are not specified as required are not allowed and will be discarded without acknowledgement. Please do not include copies of research, annual reports, or other unrequested supporting material.

ERIE COUNTY DEPARTMENT OF MENTAL HEALTH**Non-Regulated Recovery Oriented Adult Mental Health Services****RFP # 1320VF****AGENCY COVER SHEET FORM - APPLICANT INFORMATION****Instructions for completing Appendix B****(This is to be the top sheet for the entire application package.)**

Organization Name	Please list the official name of your organization.
Mailing Address	Please list the official address of your organization for mailing purposes; include city and ZIP code information.
Primary RFP Contact	Please provide name, telephone number, FAX number, email address and, complete mailing address if different than organization mailing address above, for the primary contact for this proposal. Should you have a change in this information after submitting your application, please be sure to provide the updated information to Byron.McKinney@erie.gov
Alternate RFP Contact	Please provide name, telephone number, FAX number, email address and, complete mailing address if different than organization mailing address above, for an alternate contact for this proposal. Should you have a change in this information after submitting your application, please be sure to provide the updated information to Byron.McKinney @erie.gov
Leadership	Please list the name of your organization's Executive Director, President or Chief Executive Officer. If your organization has interim leadership, please list "Interim" in parentheses.

Chief Executive Officer Signature (as identified above)_____
Date_____
Title

PERFORMANCE COMPONENT PROGRAM NARRATIVE

Most of the information described in this section is to be presented within the Program Narrative. The rest is to be presented using designated forms. When required forms are used the information presented thereon may be incorporated in the scoring of that aspect of the narrative. If the following guidance is unclear as to whether requested information should be on a form or within the Narrative, please exercise care in completing the applicable form in order to assure that it is properly completed. If the applicant chooses to present the same or expanded information in both a form and the narrative, such as with the Performance Measures form, there would be no scoring penalty for duplicative information, subject to forms being fully completed and, subject to applicable page count limits.

It is recommended that responses to each of the items below be clearly labeled within the narrative. This will help to assure that the reviewer/s will be able to readily identify the material responsive to each of these items for scoring purposes. The Department's actual experience with the applicant's performance will be weighed.

PROGRAM DESIGN and IMPLMENTATION. The services described throughout your narrative should reflect a paradigm change in full support of the intended outcomes.	
Program Design and Implementation: 1a	Describe your plan for quickly engaging and housing individuals referred to this program. The description should include how the services will be individualized and support the defined core values and principles i.e. division of services with Health Homes, target population, and Performance Measures. Describe how this will be implemented in a manner that fully transforms the current practice of supported/supportive housing
1a Score	<p>0 = No response.</p> <p>1 = The description does not provide a sense that the applicant fully understands the factors leading to the achievement of the stated outcomes. Description of services and service provision are vague. It may not be clearly stated how customer identified needs are taken into consideration. It is not clear how services will be provided to customers and/or are not consistent with the goals as outlined in the RFP. Not clear how Performance Measures achievement will be realized. Service implementation does not seem to reflect or support a paradigm change, but rather reflect more traditional supported housing services. Implementation is only vaguely referenced. If any data is minimal or vague.</p> <p>5 = The description provides reasonable sense that the applicant understands and sees the connection between the services to be provided and the achievement of desired outcomes. Description includes what services will be provided to the target population and the roles and responsibilities of program staff. The role of the traditional ‘housing case manager’ is redefined to fit the paradigm shift and the functions that meet the goals of this RFP. How achievement of Performance Measures will be likely is clear. Implementation directly addresses the paradigm shift and appears reasonably thorough.</p> <p>10 = In addition to the positive characteristics referenced for a score of “5,” the program clearly states how that service provision is focused/based on customer needs identified through assessment and self report. It is clear that services provided are customer centered, individualized, empowering and that the proposed service will address the core values and elements outlined within the RFP and, that the program’s identified staff will be providing the services. The description clearly articulates how the critical information contained in this tool necessary to achieve successful transition tool will be incorporated in the care provided by and communicated to stakeholders. Conveys a sense that achievement of specified performance is highly likely. Implementation directly addresses the paradigm shift and appears reasonably thorough with the clear and tangible support of agency administration.</p>

Program Design and Implementation: 1b	<p>Describe what innovative and sustainable housing options, creative strategies and related supports you will employ to facilitate timely and positive outcomes consistent with the goals of this RFP. List some creative housing options and describe how you might go about achieving success. Describe how you will collaborate with the Health Home to build sustainable skills that will support the individual's ability to successfully navigate future situations that may disrupt or risk continued community tenure, effective linkages to natural and community resources that will facilitate sustainability of the outcomes. Describe why you believe this will be effective, utilizing data or citing literature, wherever possible.</p>
1b Score	<p>0 = No response.</p> <p>1 = Description of housing options, and strategies to achieve independent sustainable housing and related supports is provided however, does not include particularly innovative or creative options or strategies and is more reflective of the existing paradigm of service delivery</p> <p>5 = Description includes innovative and creative services and supports and how those will be provided to the target population by other organizations or by program staff from other programs of your organization to support the paradigm change in practice. The list of housing options is modestly indicative of creative options or strategies. The program clearly identifies the respective roles of the Health Home. The program clearly states what the additional services are and how the additional services enhance those services being provided by the proposed program. Rationale provided has limited support in the literature and/or data provided.</p> <p>10 = In addition to the positive characteristics for a score of "5," Literature and/or data is highly supportive of creative and innovative options and strategies. The list of housing options is clearly creative and innovative in a manner that is indicative of the paradigm shift while reasonably being likely to succeed. The description provides a clear sense and service methodology that places a priority and clear intent on sustainable supports and related skill development that will help the individual successfully navigate future situations that may disrupt or risk continued community tenure. The paradigm shift described in 1a is evident in this response.</p>
Program Design and Implementation: 1c	<p>Describe how services provided by Health Home agencies will be fully integrated into the service delivery and in support of that described in the preceding. Describe how these will be integrated into the service matrix to identify optimal opportunities for independence and recovery and maximize the timely achievement of the desired outcomes. If an agency elects to utilize their own health home related services it should be clearly articulated as to how they will be fully integrated in a manner that will achieve the desired outcomes of this RFP and is reflective of a paradigm shift. In Addition, describe how you will work with other community providers to insure true service integration and collaboration to ensure successful transition.</p>

1c Score	<p>0 = No response.</p> <p>1 = Description of additional services from health home organizations and that of other community service agencies is provided however, it does not provide a clear sense of how those services and supports will be fully integrated.</p> <p>5= The description of additional services from health home organizations and that of other community service agencies is provided and there is a clear sense of how those services and supports will be fully integrated Service integration with other community providers is clear and there can be a reasonable belief that it would lead to sustainable transition.</p> <p>10= In addition to the positive characteristics for a score of “5, the description details how the paradigm practice change successfully integrated other stakeholders. There is a clear plan/protocol by which the applicant plans to fully integrate health home services and services with other provider agencies in a manner that clearly conveys a sense that the practice will identify optimal opportunities for independence and recovery. Conveys a sense that achievement of specified performance is highly likely.</p>
1d Program Design and Implementation:	<p>After a period of learning it is expected that this paradigm shift in practice will be expanded to the applicants other contracted supported/supportive housing capacity if the agency has such programming. Please describe your plan for implementing a comprehensive service paradigm shift in a manner that reframes the relationship with the individual and in a manner that the transitional goals can be sustained. Be specific in terms of time frames and measurable benchmarks.</p>
1d Score	<p>0= No response</p> <p>1= The plan provided is vague; few if any measurable benchmarks are provided.</p> <p>5=Description clearly describes a reasonable plan for the service paradigm shift to be expanded; there are timeframes and benchmarks</p> <p>10= In addition to the positive characteristics for a score of “5, the description details how the paradigm practice change will be successfully integrated with other stakeholders. There is also a clear plan/protocol by which the applicant plans to fully integrate peer services and services with other provider agencies. The description of the paradigm shift includes a reframing of the relationship with the individual enrolled and the individual nature of the service approach in a manner that empowerment and the transition goals can be sustained. There is a plan to utilize the data from the pilot to inform the change. Conveys a sense that achievement of the comprehensive paradigm shift is highly likely.</p>
Program Design and Implementation: 1e	<p>Please describe your experience and success at implementing a comprehensive service paradigm shift and extent of success. Be specific as to the target population, the nature of the paradigm shift, time frame for implementation and your specific outcomes that indicate its success. Provide a description of the nature of the paradigm shift. Ideally this description should be relevant to this RFP, but if not available can be closely aligned.</p>

Performance Measures 2b	Applicants should provide up to three years of performance data and information for each of the stated measures for their supported/supportive housing program, if the agency has such programming. This data should be labeled as “Historical Performance Data,” will not count against the narrative page count limits and, should be limited to no more than two (2) pages. (List the name of the performance measure and the number and percentage of customers attaining each measure.) Programs that do not have three years of data on particular measures should provide a reasonable explanation and provide an alternate but similar data measure that is collected.
2b Score	<p>0 = Did not answer</p> <p>1 = Numbers and percentages are indicated but lack sufficient information/ explanation for the data used to the determine performance measure, and/or the data provided is limited in nature.</p> <p>5 = Number and percentages chosen include information used from the past three years to establish performance measures or sufficient explanation was given for the forecasted data; in the absence of historical data to establish performance measures as described in the RFP, the description of closely aligned historical outcome data is provided with a brief but clear explanation that explains the data source and pertinent service. The historical data provided is relevant.</p> <p>10 = Same as five plus, the description and data conveys a sense that achievement of specified performance outcomes are highly likely.</p>
Measures 2c	Provide a description of data collection activities as well as information on the type and frequency of evaluation activities and the results of those activities, <u>specific to this Performance Component</u> . Information presented should clearly demonstrate data accuracy and validity. Applicants should also discuss efforts to secure customer feedback about their programming and how used. Please be specific.
2c Score	<p>0 = Did not answer</p> <p>1 = The description includes some form of evaluation tools and activities but lacks specificity as requested. There is little or no information as to data accuracy or validity. Customer feedback about programming lacks description which may include a lack of information on the methods used to gather this information.</p> <p>5 = A comprehensive description of evaluation activities including type utilized, data collection, and frequency of evaluations is stated. Methods of acquiring customer satisfaction/recommendations regarding programming are described i.e., via survey, questionnaire or interview.</p> <p>10 = In addition to that described above for 5 points, agency clearly demonstrates its capacity to acquire the relevant data and, that such data will be accurate and valid. The information presented on how this will be done is thorough, complete and, contains evidence sufficient to clearly demonstrate applicant’s capacity to perform and report program evaluation and, are highly likely to do so.</p>
Measures 2d	The nature of this program will require extensive and frequent data collection, review, analysis, as well as dialogue with County representatives. Describe your organizational capacity (MIS, staff capacity and support staff) to reliably collect, organize, quickly disseminate and analyze data requested herein that will facilitate the active and proactive data management that will be required of the successful applicant. Provide an example of when this was done under tight time frames.

2d Score	<p>0= Not answered</p> <p>1= Description is vague and offers non-specific or minimal information. MIS and/or supports are limited in its capacity.</p> <p>5= Description clearly articulates the agency's historical utilization and ability to effectively manage with data. Description of MIS system, staff capacity and support staff provides confidence that the agency is both committed and capable of the rigorous data management expectation of this initiative. Example provided supports description.</p> <p>10= In addition to that described above for 5 points, the historical example provided clearly illustrates an ability and willingness to manage, discuss and successfully amend practice in response to data.</p>
Total Score for Performance Measures Total = x .75 weighting =	

UTILIZATION MANAGMENT	
Utilization Management 3a	<p>Applicants are expected to regularly perform a Utilization Management (UM) Function that supports the desired outcomes and practice elements. Describe your experience using data with Utilization Management and how it has affected practice and outcomes. Provide specific data. Describe your organizational capacity to conduct UM. Describe how you envision the use of Utilization Management for this initiative to achieve the desired outcomes.</p>
3a Score	<p>0 = Did not answer. Did not include all required performance measures and/or, included non-required performance measures. Use of data not evident.</p> <p>1 = Vague description of UM capacity. Little supportive data provided. No historical UM experience presented.</p> <p>5 = UM capacity from a historical perspective as well as plan for implementation within this initiative is clearly articulated. Actual UM activity and data are clearly described as a UM function.</p> <p>10 = Same as five plus, conveys a sense that achievement of specified performance is highly likely as supported by historical data supporting an intervention related to effective UM practice. Description conveys a clear sense that UM in collaboration with the Health Home will effectively manage the desired outcomes.</p>
Total Score for Utilization Management Total = x .75 weighting =	

Budget Narrative

Provide a budget narrative and supporting spreadsheet indicating your funding request. This should indicate and justify your request for funding. All expenditures should be in support of the achievement of the stated outcomes within this RFP. Where you are able to provide in kind staffing, support or services please indicate the same.

PERFORMANCE COMPONENT BUDGET (Appendix D)	
Budget 5	Provide a budget narrative and spreadsheet (Appendix D) that outlines and clearly justifies your request for funding up to \$210,652. This funding is to be utilized for individualized transitional supports, sustainable independent community housing, staffing salary and related fringe, (be sure to state the number of staff funded thru this RFP), reasonable administrative, and other non-direct costs Reasonable 1x costs associated with a start- up budget will be considered, but will not increase the total award beyond a maximum of \$210,652. Please list any in-kind related costs for which you will not be seeking financial support. Provide detail w/n the narrative for any line items as directed on Appendix B.
Budget Score 5	0 = Missing or incomplete 1 = Complete, but reflects inconsistencies with component's program narrative, especially in regard to staffing. 5 = Complete, clear and appears realistic with minor inconsistencies. Additional information where requested is provided and is clear. 10 = In addition to reference for a "5", it is without any notable inconsistencies. Appears viable. Funding utilization is clear in its detail of support of a practice paradigm shift and the achievement of desired outcomes. Budget may contain sources of funding for transitional supports and/or staffing that are obtained beyond the funding provided within this RFP. (Budget Narrative and spreadsheet are considered in this scoring)
Total Score for Budget = x 1.5 weighting=	
TOTAL SCORE ALL AREAS: _____	

The results of possible agency interviews may be factored into such a qualitative evaluation.

IV. STATEMENT OF RIGHTS

UNDERSTANDINGS

Please take notice, by submission of a proposal in response to this request for proposals, the proposer agrees to and understands:

- that any proposal, attachments, additional information, etc., submitted pursuant to this Request for Proposals constitute merely a suggestion to negotiate with the County of Erie and is not a bid under Section 103 of the New York State General Municipal Law;
- submission of a proposal, attachments, and additional information shall not entitle the proposer to enter into an agreement with the County of Erie for the required services;
- by submitting a proposal, the proposer agrees and understands that the County of Erie is not obligated to respond to the proposal, nor is it legally bound in any manner whatsoever by submission of same;
- that any and all counter-proposals, negotiations or any communications received by a proposing entity, its officers, employees or agents from the County, its elected officials, officers, employees or agents, shall not be binding against the County of Erie, its elected officials, officers, employees or agents unless and until a formal written agreement for the services sought by this RFP is duly executed by both parties and approved by the Erie County Legislature, the Erie County Fiscal Stability Authority, and the Office of the Erie County Attorney.

In addition to the foregoing, by submitting a proposal, the proposer also understands and agrees that the County of Erie reserves the right, and may at its sole discretion exercise, the following rights and options with respect to this Request for Proposals:

- To reject any or all proposals;
- To issue amendments to this RFP;
- To issue additional solicitations for proposals

- To waive any irregularities in proposals received after notification to proposers affected;
- To select any proposal as the basis for negotiations of a contract, and to negotiate with one or more of the proposers for amendments or other modifications to their proposals;
- To conduct investigations with respect to the qualifications of each proposer;
- To exercise its discretion and apply its judgment with respect to any aspect of this RFP, the evaluation of proposals, and the negotiations and award of any contract;
- To enter into an agreement for only portions (or not to enter into an agreement for any) of the services contemplated by the proposals with one or more of the proposers;
- To select the proposal that best satisfies the interests of the County and not necessarily on the basis of price or any other single factor;
- To interview the proposer(s);
- To request or obtain additional information the County deems necessary to determine the ability of the proposer;
- To modify dates;
- All proposals prepared in response to this RFP are at the sole expense of the proposer, and with the express understanding that there will be no claim, whatsoever, for reimbursement from the County for the expenses of preparation. The County assumes no responsibility or liability of any kind for costs incurred in the preparation or submission of any proposal;
- While this is a RFP and not a bid, the County reserves the right to apply the case law under General Municipal Law § 103 regarding bidder responsibility in determining whether a proposer is a responsible vendor for the purpose of this RFP process;
- The County is not responsible for any internal or external delivery delays which may cause any proposal to arrive beyond the stated deadline. To be considered, proposals MUST arrive at the place specified herein and be time stamped prior to the deadline

EVALUATION

The following criteria, not necessarily listed in order of importance, will be used to review the proposals. The County reserves the right to weigh its evaluation criteria in any manner it deems appropriate:

- Proposer's demonstrated capability to provide the services.
- Evaluation of the professional qualifications, background and resume(s) of individuals involved in providing services.
- Proposer's experience to perform the proposed services.
- Proposer's financial ability to provide the services.
- Evaluation of the proposed cost/s. It should be noted that while cost is not the only consideration, it is an important one.
- A determination that the proposer has submitted a complete and responsive proposal as required by this RFP.
- An evaluation of the proposer's projected approach and plans to meet the requirements of this RFP.
- The proposer's presentation at and the overall results of any interview conducted with the proposer.
- Proposers MUST sign the Proposal Certification attached hereto as Schedule "A". Unsigned proposals will be rejected.
- Proposers may be required to give an oral presentation to the County to clarify or elaborate on the written proposal.

- No proposal will be accepted from nor any agreement awarded to any proposer that is in arrears upon any debt or in default of any obligation owed to the County. Additionally, no agreement will be awarded to any proposer that has failed to satisfactorily perform pursuant to any prior agreement with the County.

CONTRACT

After selection of the successful proposer, a formal written contract will be prepared by the County of Erie and will not be binding until signed by both parties and, if necessary, approved by the Erie County Legislature, the Erie County Fiscal Stability Authority and the Office of the County Attorney. NO RIGHTS SHALL ACCRUE TO ANY PROPOSER BY THE FACT THAT A PROPOSAL HAS BEEN SELECTED BY THE COUNTY FOR SUBMISSION TO THE ERIE COUNTY LEGISLATURE AND/OR THE ERIE COUNTY FISCAL STABILITY AUTHORITY FOR APPROVAL. THE APPROVAL OF SAID LEGISLATURE AND/OR AUTHORITY MAY BE NECESSARY BEFORE A VALID AND BINDING CONTRACT MAY BE EXECUTED BY THE COUNTY.

The term of the contract shall be for a one (1) year period commencing January 1, 2011 (or less than one year commencing after January 1, 2011 if necessitated by an delays associated with the RFP and contracting processes), and terminating December 31, 2011, The County, in its sole discretion may extend the agreement beyond its initial term for up to an additional year at one-year periods at the same prices and conditions.

INDEMNIFICATION AND INSURANCE

The proposer accepts and agrees that language in substantially the following form will be included in the contract between the proposer and the County:

“In addition to, and not in limitation of the insurance requirements contained herein the Consultant agrees:

(a) that except for the amount, if any, of damage contributed to, caused by or resulting from the negligence of the County, the Consultant shall indemnify and hold harmless the County, its officers, employees and agents from and against any and all liability, damage,

claims, demands, costs, judgments, fees, attorneys' fees or loss arising directly or indirectly out of the acts or omissions hereunder by the Consultant or third parties under the direction or control of the Consultant; and

(b) to provide defense for and defend, at its sole expense, any and all claims, demands or causes of action directly or indirectly arising out of this Agreement and to bear all other costs and expenses related thereto.

Upon execution of any contract between the proposer and the County, the proposer will be required to provide proof of the insurance coverage described in Schedule "B".

Insurance coverage in amount and form shall not be deemed acceptable until approved by the County Attorney.

INTELLECTUAL PROPERTY RIGHTS

The proposer accepts and agrees that language in substantially the following form will be included in the contract between the proposer and the County:

All deliverables created under this Agreement are to be considered "works made for hire". If any of the deliverables do not qualify as "works made for hire", the Consultant hereby assigns to the County all right, title and interest (including ownership of copyright) in such deliverables and such assignment allows the County to obtain in its name copyrights, registrations and similar protections which may be available. The Consultant agrees to assist the County, if required, in perfecting these rights. The Consultant shall provide the County with at least one copy of each deliverable.

The Consultant agrees to indemnify and hold harmless the County for all damages, liabilities, losses and expenses arising out of any claim that a deliverable infringes upon an intellectual property right of a third party. If such a claim is made, or appears likely to be made, the Consultant agrees to enable the County's continued use of the deliverable,

or to modify or replace it. If the County determines that none of these alternatives is reasonably available, the deliverable will be returned.

All records compiled by the Consultant in completing the work described in this Agreement, including but not limited to written reports, source codes, studies, drawings, blueprints, negatives of photographs, computer printouts, graphs, charts, plans, specifications and all other similar recorded data, shall become and remain the property of the County. The Consultant may retain copies of such records for its own use.]

NON-COLLUSION

The proposer, by signing the proposal, does hereby warrant and represent that any ensuing agreement has not been solicited, secured or prepared directly or indirectly, in a manner contrary to the laws of the State of New York and the County of Erie, and that said laws have not been violated and shall not be violated as they relate to the procurement or the performance of the agreement by any conduct, including the paying or the giving of any fee, commission, compensation, gift, gratuity or consideration of any kind, directly or indirectly, to any County employee, officer or official.

CONFLICT OF INTEREST

All proposers must disclose with their proposals the name of any officer, director or agent who is also an employee of the County of Erie. Further, all proposers must disclose the name of any County employee who owns, directly or indirectly, an interest of ten percent or more in the firm or any of its subsidiaries or affiliates.

There shall be no conflicts in existence during the term of any contract with the County. The existence of a conflict shall be grounds for termination of a contract.

COMPLIANCE WITH LAWS

By submitting a proposal, the proposer represents and warrants that it is familiar with all federal, state and local laws and regulations and will conform to said laws and regulations. The preparation of

proposals, selection of proposers and the award of contracts are subject to provisions of all Federal, State and County laws, rules and regulations.

CONTENTS OF PROPOSAL

The New York State Freedom of Information Law as set forth in Public Officers Law, Article 6, Sections 84 et seq., mandates public access to government records. However, proposals submitted in response to this RFP may contain technical, financial background or other data, public disclosure of which could cause substantial injury to the proposer's competitive position or constitute a trade secret. Proposers who have a good faith belief that information submitted in their proposals is protected from disclosure under the New York Freedom of Information Law shall:

a) insert the following notice in the front of its proposal:

“NOTICE

The data on pages ____ of this proposal identified by an asterisk (*) contains technical or financial information constituting trade secrets or information the disclosure of which would result in substantial injury to the proposer's competitive position.

The proposer requests that such information be used only for the evaluation of the proposal, but understands that any disclosure will be limited to the extent that the County considers proper under the law. If the County enters into an agreement with this proposer, the County shall have the right to use or disclose such information as provided in the agreement, unless otherwise obligated by law.”

and

b) clearly identify the pages of the proposals containing such information by typing in bold face on the top of each page " *** THE PROPOSER BELIEVES THAT THIS INFORMATION IS PROTECTED FROM DISCLOSURE UNDER THE STATE FREEDOM OF INFORMATION LAW.**"

The County assumes no liability for disclosure of information so identified, provided that the County has made a good faith legal determination that the information is not protected from disclosure under applicable law or where disclosure is required to comply with an order or judgment of a court of competent jurisdiction.

The contents of the proposal which is accepted by the County, except portions "Protected from Disclosure", may become part of any agreement resulting from this RFP.

SCHEDULE "A"
PROPOSER CERTIFICATION

The undersigned agrees and understands that this proposal and all attachments, additional information, etc. submitted herewith constitute merely an offer to negotiate with the County of Erie and is NOT A BID. Submission of this proposal, attachments, and additional information shall not obligate or entitle the proposing entity to enter into a service agreement with the County of Erie for the required services. The undersigned agrees and understands that the County of Erie is not obligated to respond to this proposal nor is it legally bound in any manner whatsoever by the submission of same. Further, the undersigned agrees and understands that any and all proposals and negotiations shall not be binding or valid against the County of Erie, its directors, officers, employees or agents unless an agreement is signed by a duly authorized officer of the County of Erie and, if necessary, approved by the Erie County Legislature and Erie County Fiscal Stability Authority and the Office of the County Attorney.

It is understood and agreed that the County of Erie reserves the right to reject consideration of any and all proposals including, but not limited to, proposals which are conditional or incomplete. It is further understood and agreed that the County of Erie reserves all rights specified in the Request for Proposals.

It is represented and warranted by those submitting this proposal that except as disclosed in the proposal, no officer or employee of the County of Erie is directly or indirectly a party to or in any other manner interested in this proposal or any subsequent service agreement that may be entered into.

Proposer Name

By: _____
Name and Title

OMH Supported Housing

ERIE COUNTY DEPARTMENT OF MENTAL HEALTH RFP # 1320 VF <u>AGENCY COVER SHEET FORM - APPLICANT INFORMATION</u> Please refer to the instructions within the RFP for completing Appendix B (This is to be the top sheet for the entire application package.)	
Organization Name	
Mailing Address	
Primary RFP Contact	
Alternate RFP Contact	
Leadership	

Chief Executive Officer Signature (as identified above)

date